

Restructuring plan for for a manufacturing company

Initiated by the owner (private equity investor), a restructuring plan was developed for the operations of a special machine construction company

challenge

- Establishment and expansion of new production sites (EU, Asia, US) led to significant overcapacities due to market changes
- Due to business performance, banks require IDW S 6
- Modernisation investments necessary in the medium term
- Financing requirements to be supported by new investors

approach

Restructuring operations as a central optimisation element

- Assessment ("Rapid Plant Assessment") of the production sites
- Creation of plant profiles, identification of fields of action and potential "red flags"
- Determination and compilation of cost structures, KPIs, technical features per location
- Scenarios for relocations and site closures from an opportunity/risk perspective - evaluation and proposal of overall concept

result

- Development of optimised plant and production concept
- Assessment of investment and maintenance requirements
- Identification of fields of action to optimise productivity (e.g. shop floor, material flow, make-or-buy, service/maintenance strategy) and further professionalisation
- Quantification of the fields of action (investments, upside potential)
- Definition action plans
- Creation of a roadmap to restructure operations for profitable operations
- Implementation support